
**State of Washington
Department of Veterans Affairs**

**Human Resource
Management Report**



October 2009

Managers' Logic Model for Workforce Management



Executive Summary

Department of Veterans Affairs

Performance Measure	Status	Action Priority ^e	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	4.7% = "Managers"; 3.6% = WMS only	L	WMS control point = 4.3%
% employees with current position/competency descriptions ^b	94.3%	M	Data as of October 14, 2009
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	41 avg days to hire (of 29 vacancies filled)	M	
Candidate quality ratings ^c	78% cand. interviewed had competencies needed 100% mgrs said they were able to hire best candidate	M	
Hiring balance (% types of appointments) ^c	13% promo; 76% new hires; 4% transfers; 2% exempts;	M	
Number of separations during post-hire review period ^c	31	H	
DEPLOY WORKFORCE			
Percent employees with current performance expectations ^b	94.3%	M	Data as of October 14, 2009
Overtime usage: (monthly average) ^c	4.1 hours (per capita); 33% of EEs receiving OT	H	
Sick leave usage: (monthly average) ^c	6.3 hours (per capita)	M	
# of non-disciplinary grievances ^c	9 grievances	L	
# of non-disciplinary appeals & Dir's Reviews filed ^c	1 appeals, 1 Director's Reviews	L	
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	94.3%	M	Data as of October 14, 2009
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations ^b	100%	L	Data as of September 2, 2009
Number of formal disciplinary actions taken ^c	5	L	
Number of disciplinary grievances and appeals filed ^c	4 grievances; 2 appeals	L	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) ^c	13.7%; Retirement 1.7%; Resignation 6.1%; Dismissal .2%; Other 5.8%	H	
Diversity Profile ^a	74% female; 26% people of color; 81% 40+; 3% persons with disabilities	L	
Employee survey overall average rating ^d	3.93, 356 survey responses	M	Improvement over 2006 survey

a) Data as of 6/30/09

b) Data as of 6/30/09 **or** agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: Low

Management Profile

Department of Veterans Affairs

WMS Employees Headcount = 26

Percent of agency workforce that is WMS = 3.6%

All Managers* Headcount = 34

Percent of agency workforce that is Managers* = 4.7%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Analysis:

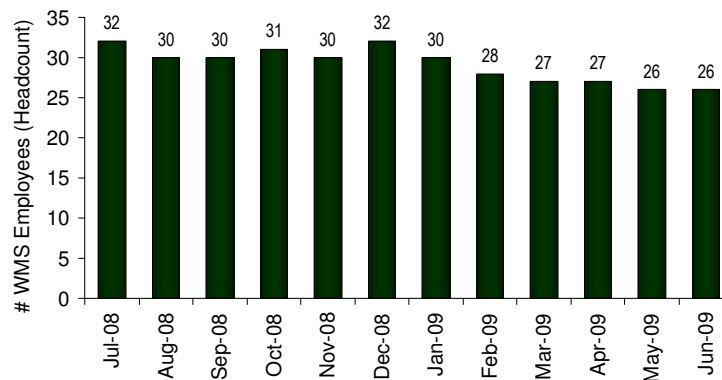
- **WMS Control Point: 4.3%**
- Over the last year, two WMS positions have been abolished as a cost saving measure. One position was reallocated to Washington General Service.
- The WDVA appropriately utilizes management level positions to accomplish the agency's mission and goals.

Action Steps: (What, by whom, by when)

- The WDVA will continue to analyze the number of management positions it uses to ensure an appropriate level to accomplish our mission and goals.

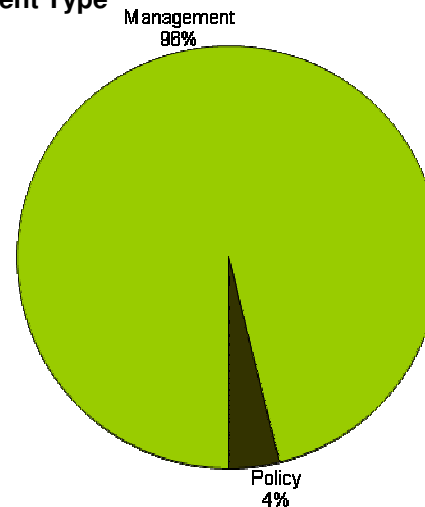
Washington Management Service Headcount Trend

Data Time Period: 07/2008 through 06/2009



WMS Management Type

Management	25
Consultant	0
Policy	1
Not Assigned	0



Data as of July 1, 2009
Source: HRMS/BI Portal

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: Medium

Percent employees with current position/competency descriptions = 94.3%*

*Based on 582 of 617 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The WDVA is committed to ensuring each employee is aware of the requirements of his/her position.
- This commitment includes ensuring position descriptions have been updated and that those position descriptions are shared with employees.

Action Steps: (What, by whom, by when)

- Supervisors will review the position descriptions at the time of recruitment or as requirements of the position change, and at least annually, at the time of the PDP review, with each employee.
- Training and HR staff will provide further training opportunities and guidance to supervisors and employees regarding the PDP process beginning in November or December 2009.

Data as of October 14, 2009
Source: Agency Tracked

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: Medium

Time-to-Hire Funded Vacancies

Average number of days to hire*: 41

Number of vacancies filled: 29

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: Medium

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 29 Percentage = 78%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 8 Percentage = 100%

Hiring managers indicating "no":

Number = 0 Percentage = 0%

Analysis:

- Timely and accurate system entry of recruitment and appointment data has had an impact on the amount of appointment data that is being reported.
- Some appointment data could also not be reported due to the timing of the recruitment entry and the transition to the new measure from "actual supervisor's request".
- Some positions are recruited for on a position by position basis while candidate pools are utilized to fill other vacancies as they occur.
- The average time-time hire has improved over the last two years and appears reasonable with the number of hard to fill positions recruited for.
- As a result of working with current and new hiring supervisors, 100% of supervisors are now registered to receive Candidate Qualify Surveys through the E-Recruiting system.

Action Steps: (What, by whom, by when)

- Central Office HR staff will monitor hiring data throughout the year to ensure 100% entry to E-Recruiting system with appointments beginning in November 2009.
- Central Office HR staff will track completion of surveys throughout the year and follow-up with hiring managers who have not completed them.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

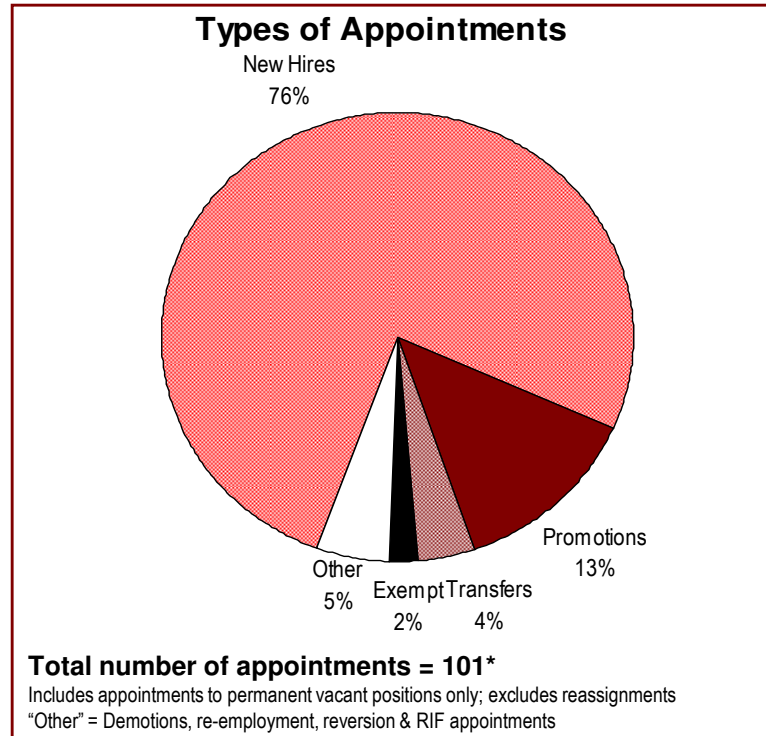
Time-to-hire vacancies
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Medium



Agency Priority: High

Separation During Review Period	
Probationary separations – Voluntary	14
Probationary separations – Involuntary	15
<i>Total Probationary Separations</i>	<i>29</i>
Trial Service separations – Voluntary	2
Trial Service separations – Involuntary	0
<i>Total Trial Service Separations</i>	<i>2</i>
Total Separations During Review Period	31

Data Time Period: July 2008 through June 2009
Source: HRMS/BI Portal

Analysis:

- Separations during the review period have increased significantly over previous reporting periods.
- The majority of separations (both voluntary and involuntary) are from the Nursing Assistant classification.
- The employees who voluntarily separated did so for a variety of reasons:
 - The job was not a “good fit”
 - No reason
 - In lieu of separation
 - Personal reasons
 - Relocation
 - “Conflict” with supervisor
 - Illness
 - Retirement

Action Steps: (What, by whom, by when)

- The HR staff at each veterans home will review the hiring/selection process for Nursing Assistants with the Director of Nursing Services and recommend modifications.
- The HR staff will also work with the Director of Nursing services to identify further ways to communicate position duties and expectations to prospective employees before job offers are made.
- Impact will be reviewed at the time of the next HR Management Report.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: Medium

Percent employees with current performance expectations = 94.3%*

*Based on 582 of 617 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The WDVA is committed to providing clear expectations to staff and has set a target of 100% completion of PDPs.
- It continues to be an expectation that PDPs are reviewed with employees on a quarterly basis.

Action Steps: (What, by whom, by when)

- Reaffirm, from Director, agency commitment to retaining 100% completion rate for PDPs for the next reporting cycle.
- Training and HR staff will provide further training opportunities and guidance to supervisors and employees regarding the PDP process beginning in November or December 2009. Expectations regarding timeliness for all employees will be communicated at training.

Overtime Usage

Agency Priority: High

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

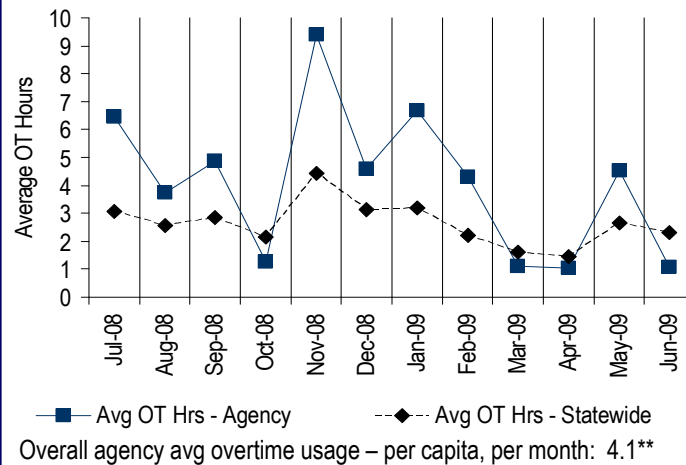
Percent employees with current performance expectations

Overtime usage

Sick leave usage

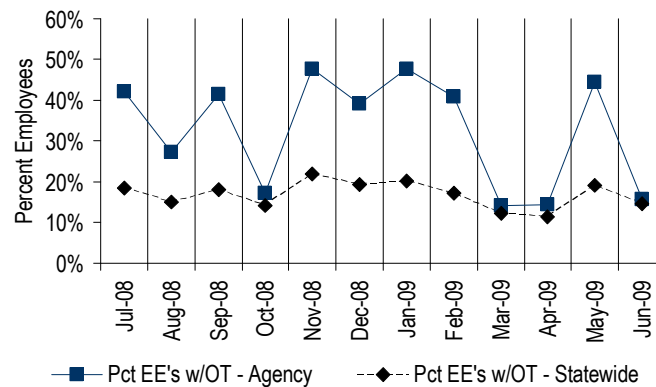
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Average Overtime (per capita) *



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

% Employees Receiving Overtime *

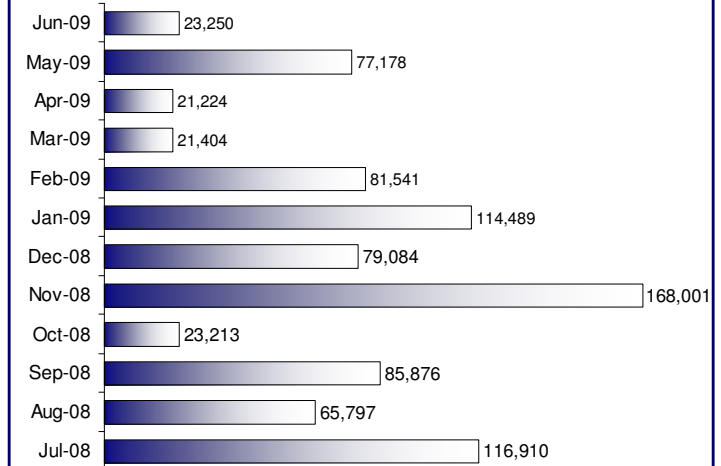


**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: July 2008 through June 2009
Source: HRMS/BI Portal

Overtime Cost - Agency



Analysis:

- Overtime usage was reduced by \$212,272.00 (19%) over the same period during the previous year.
- The WDVA has invited labor and employees to help identify solutions to reduce overtime costs.
- In February 2009, in an effort to reduce unscheduled sick leave, a continuing factor for overtime use, the WDVA modified its approach to addressing abuse.
- Beginning in September 2009, executive leadership began holding monthly budget meetings to track budget performance at the homes.

Action Steps: (What, by whom, by when)

- WDVA supervisors will continue addressing suspected sick leave abuse.
- WDVA Director will continue to monitor overtime use during monthly budget meetings and hold Superintendent's accountable for overtime and to working within their allotted budget.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

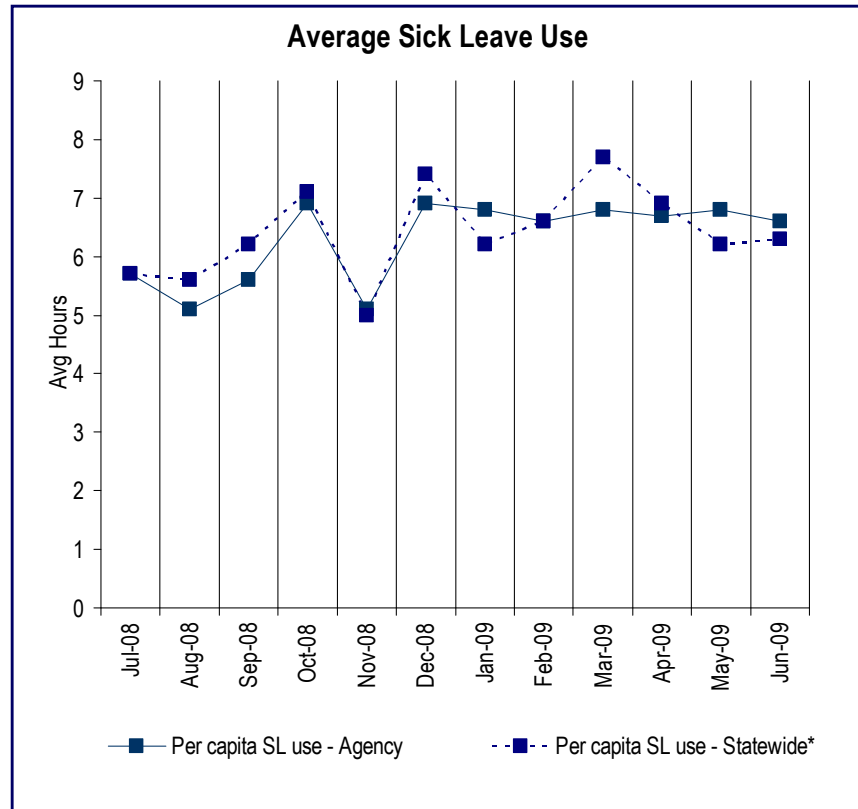
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Medium

Sick Leave Usage



Analysis:

- Reductions in unscheduled sick leave does not appear to have occurred through medical verification requirements in cases of suspected abuse. In February 2009, the WDVA removed medical verification requirements and implemented further restrictions on leave requests and approvals for annual leave and certain pre-planned sick leave requests.
- Because of the nature of our work, it is necessary for staff to stay home when they are contagious so they do not compromise the fragile health of our residents or infect others.
- Sick leave use per capita for the agency still remains below the statewide average but has risen.

Action Steps: (What, by whom, by when)

- WDVA supervisors will continue to monitor sick leave use and address if abuse is suspected.
- WDVA HR and management will review sick leave use, where abuse is suspected, to determine if any progress is being made quarterly.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
6.3 Hrs	198.9 Hrs	6.4 Hrs	240.2 Hrs

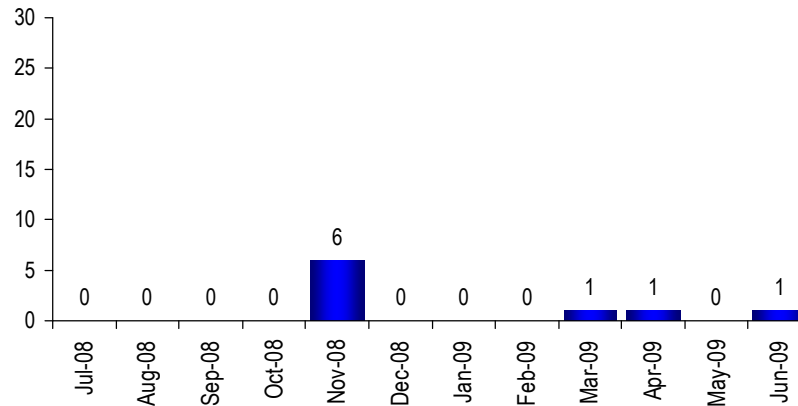
* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: July 2008 through June 2009
Source: HRMS/BI Portal

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low

Number of Non-Disciplinary Grievances Filed



Total Non-Disciplinary Grievances = 9

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- 6 Grievances were withdrawn at various steps in the process.
- 1 Grievance was settled prior to Arbitration.

Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Sick Leave	3
2. Non-Discrimination	2
3. Holidays	1
4. Compensation	1
5. FMLA	1

Analysis:

- The majority of grievances filed centered around sick leave verification processes and new requirements put in place to help control the use of overtime.
- Grievances were withdrawn or settled at various steps in the process.
- WDVA attempts to address concerns before they turn into grievances and continues to communicate with staff, shop stewards and representatives in an effort to resolve issues at all steps in the process.

Action Steps: (What, by whom, by when)

- The WDVA will continue to communicate with staff, shop stewards, and representatives to address areas of concern before they become grievances.
- The WDVA will continue to work towards satisfactory resolution of grievances at the lowest level possible.

Data Time Period: July 2008 through June 2009
Source: HRMS Grievance Tracking System

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 1 Job classification
- 0 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action

1 Total filings

Filings with Personnel Resources Board

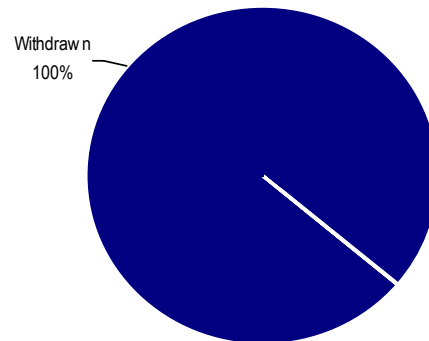
- 0 Job classification
- 0 Other exceptions to Director Review
- 1 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

1 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes



Total outcomes = 1

Data Time Period: July 2008 through June 2009
Source: Department of Personnel

Personnel Resources Board Outcomes

N/A

Total outcomes = 0

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Medium

Percent employees with current individual development plans = 94.3%*

*Based on 582 of 617 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The WDVA is committed to providing clear expectations to staff, to include identification of development needs, and has set a target of 100% completion of PDPs.
- It continues to be an expectation that PDPs are reviewed with employees on a quarterly basis.

Action Steps: (What, by whom, by when)

- Reaffirm, from Director, agency commitment to retaining 100% completion rate for PDPs for the next reporting cycle.
- Training and HR staff will provide further training opportunities and guidance to supervisors and employees regarding the PDP process beginning in November or December 2009. Expectations regarding timeliness for all employees will be communicated at training.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: Low

Percent employees with current performance evaluations = 100%*

*Based on 542 of 542 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The WDVA is committed to providing specific feedback to all staff, including supervisors, and has set a target of 100% completion of PDPs.
- PDPs are completed on a calendar year cycle and although PDP completion is at 100% as of the reporting date, not all assessments are completed timely.

Action Steps: (What, by whom, by when)

- The Director will reaffirm agency commitment to retaining a 100% completion rate for PDPs for the next reporting cycle, emphasizing the importance of a timely review.
- The HR office will provide the Director with quarterly reports on the PDP completion rate.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	1
Demotions	1
Suspensions	1
Reduction in Pay*	2
Total Disciplinary Actions*	5

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Inadequate work product and failure to follow supervisory instructions.
- Inappropriate communications with supervisors.
- Two actions involved failure to report to work and failure to follow supervisors directives regarding call-in procedures.
- Physical abuse to residents.

Analysis:

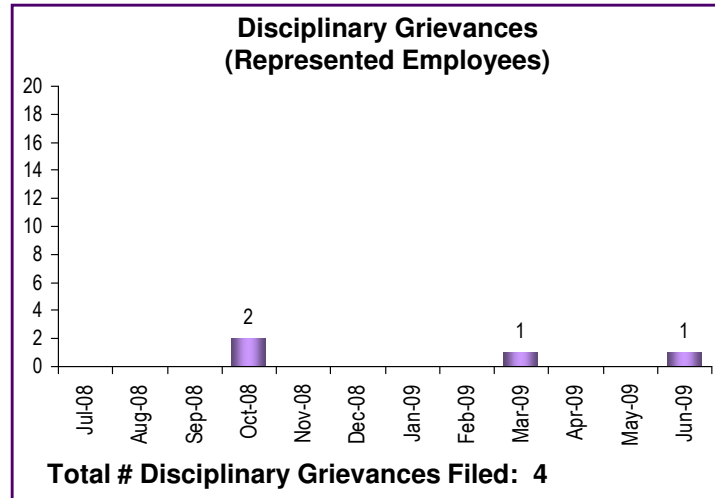
- Employees are provided with opportunities to improve their performance and behavior in an effort to avoid formal discipline whenever possible.
- Supervisors receive support in dealing with personnel issues as the need arises.
- Performance and behavior issues are addressed at as low a level as possible.

Action Steps: (What, by whom, by when)

- HR will continue to work with supervisors to effectively manage staff and address personnel issues proactively.
- If discipline is necessary, WDVA management will continue to support supervisors through the process.

Disciplinary Grievances and Appeals

Agency Priority: Low



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 0 Dismissal
- 1 Demotion
- 0 Suspension
- 1 Reduction in salary
- 0 Other

2 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- 2 Withdrawn
- 1 Settled at Pre-Arbitration

Disposition (Outcomes) of Disciplinary Appeals*

- 1 appeal dismissed by board

*Outcomes issued by Personnel Resources Board

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Data Time Period: July 2008 through June 2009
Source: Agency tracked/Department of Personnel

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

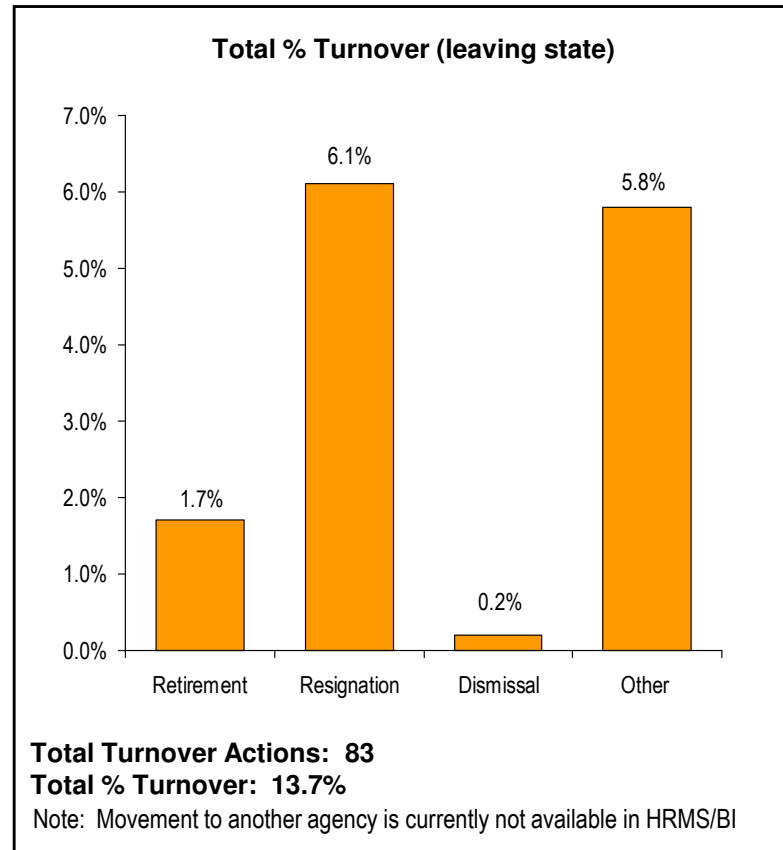
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: High



Analysis:

- Turnover in the "Other" category has increased from previous reporting periods due to an increase in layoff actions, disability separations and probationary separations.
- The majority of these separations are from the Nursing Assistant classification.

Action Steps: (What, by whom, by when)

- The HR staff at each veterans home will review the hiring/selection process for Nursing Assistants with the Director of Nursing Services and recommend modifications.
- The HR staff will also work with the Director of Nursing Services to identify further ways to communicate position duties and expectations to prospective employees before job offers are made.
- Impact will be reviewed at the time of the next HR Management Report.

Workforce Diversity Profile

Agency Priority: Low

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

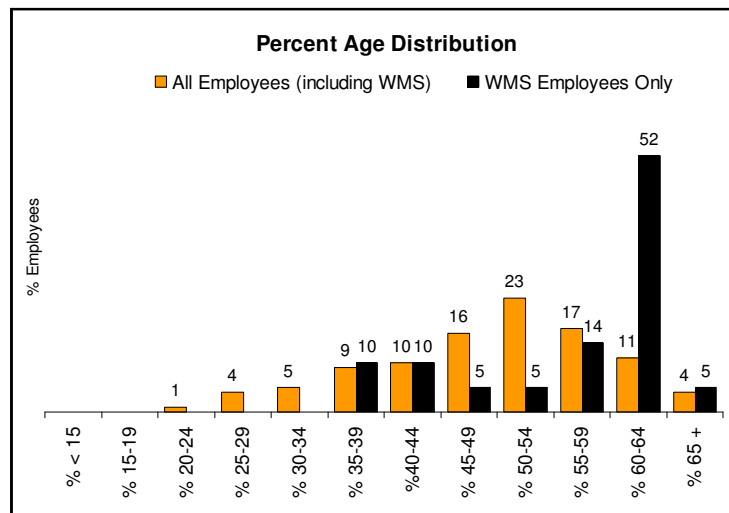
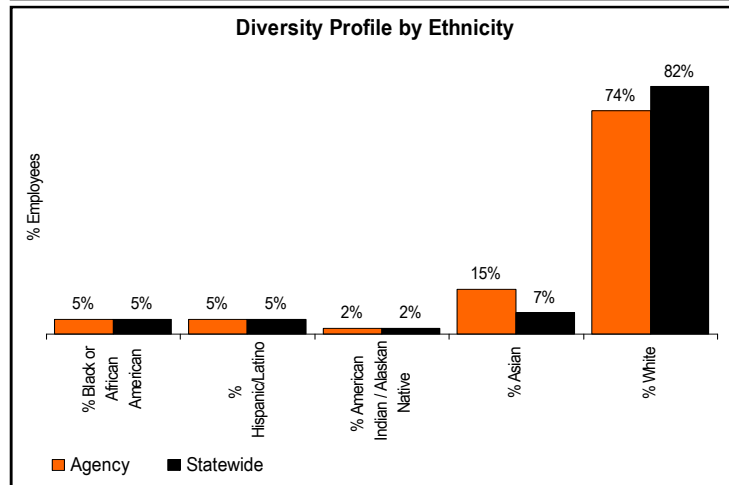
Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

	Agency	State
Female	74%	53%
Persons w/Disabilities	3%	4%
Vietnam Era Veterans	10%	6%
Veterans w/Disabilities	5%	2%
People of color	26%	18%
Persons over 40	81%	74%



Analysis:

- The diversity of the workforce at WDVA has remained consistent.
- The WDVA is at or above the state average in the diversity of our workforce, with the exception of persons w/disabilities.
- Because of the nature of our work (long term care facilities), and the specific physical requirement of those jobs, many of our positions are limited in the candidates we can appoint to these positions.

Action Steps: (What, by whom, by when)

- The WDVA will continue to make affirmative efforts to recruit a diverse workforce.

Data as of July 1, 2009
Source: HRMS/BI Portal

Employee Survey Ratings

Agency Priority: Medium

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.44	3.67
2) I receive the information I need to do my job effectively.	3.71	3.87
3) I know how my work contributes to the goals of my agency.	4.30	4.36
4) I know what is expected of me at work.	4.46	4.48
5) I have opportunities at work to learn and grow.	3.38	3.67
6) I have the tools and resources I need to do my job effectively.	3.78	3.83
7) My supervisor treats me with dignity and respect.	4.21	4.38
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.80	3.96
9) I receive recognition for a job well done.	3.23	3.33
10) My performance evaluation provides me with meaningful information about my performance.	3.67	3.69
11) My supervisor holds me and my co-workers accountable for performance.	4.24	4.24
12) I know how my agency measures its success.	3.36	3.63
13) My agency consistently demonstrates support for a diverse workforce.	N/A	3.92

Overall average: 3.80 3.93

Number of survey responses: 362 356

Data as of November 2007

Source: Statewide Employee Survey

Analysis:

- The 2007 employee survey showed improvement in all areas.
- The Director affirmed a commitment to retaining a 100% completion rate for Performance and Development Plans.
- WDVA established a quarterly review process for Performance and Development Plans so employees know how they are doing in meeting the expectations of their positions.

Action Steps: (What, by whom, by when)

- The Director will reaffirm agency commitment to retaining a 100% completion rate for Performance and Development Plans for both the assessment and planning phases.
- Supervisors will continue to be expected to review Performance and Development plans on a quarterly basis.
- Training and HR staff will provide further training opportunities and guidance to supervisors and employees regarding the Performance and Development Plan process beginning in November or December 2009.